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PRO FORMA CASH FLOW
ANALYSIS PROGRAM
SAMPLE APPLICATION SUPPLEMENT

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THE ECONOMIC DEVELOPMENT DIVISION

DEPARTMENT OF INTERGOVERNMENTAL RELATIONS

STATE OF MONTANA

By

EPIC RESEARCH, INC.

P. O. BOX 2641

GREAT FALLS, MONTANA 59403

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This report describes the use of a computer program to assist in the economic analysis of operations of a manufacturing firm over time. The program, originally written at Montana State University, has been modified by EPIC Research, Inc. under contract with the Department of Intergovernmental Relations, Economic Development Division, to expand its scope and facilitate its application by remote terminal input from Helena, Montana to the MSU computer center in Bozeman, Montana. The program is adequately documented. Together with the user's manual and supplement report, it is designed to serve the needs of analysts investigating the economic feasibility of various manufacturing firms.

Clyde W. Neu — July 30, 1975

Clyde W. Neu
Operations Management Consultant
EPIC Research, Inc.

Jeffrey L. Zickler — July 30, 1975

Jeffrey L. Zickler
Systems Design Consultant
EPIC Research, Inc.

APPLICATION OF THE PRO FORMA CASH

FLOW ANALYSIS PROGRAM

- A HYPOTHETICAL STUDY

DATA INPUT

In demonstrating application of the Pro Forma Cash Flow Analysis program as it would be used in assessing the feasibility of various manufacturing concerns, the following data has been put together as a hypothetical example. The parameters for the hypothetical example are built around industry-specific data for the electrical equipment and supplies manufacturing industry. Operating expenses and general and administrative expenses are input to the program as they would typically be experienced in relation to the sales dollar of businesses operating in this industry. In addition, the proposed amount of equity funding available has been selected to be an amount typical of this industry with respect to the maintenance of a debt-to-equity ratio characteristic of electrical equipment manufacturing.

To demonstrate the flexibility of the program, it has been assumed that real growth in terms of products added and quantities sold, will occur over the first five year's operation of the business. It is assumed that after five years the business will be stable with respect to sales and operating expenses. The number of products selected for manufacture in the first year is two (2); the number for the second, third and fourth years are three (3), four (4), and five (5), respectively. Selling prices are maintained in constant dollars as are all operating expenses for each year of operation. Only the quantity demanded of

of each of the various products changes over time to represent real growth with respect to revenues generated by the business.

As the business grows from a manufacturing firm producing and marketing only two products to one that produces and markets five products, certain operating expenses, general and administrative expenses, and inventory requirements must be varied. It is assumed, however, that the number of hours worked per day and hours worked per week are constant at eight (8) and forty (40) respectively and that the business will require only two wage classes in the manufacture of all products over the whole duration of the evaluation. Items such as the costs of supervision, administration, utilities, repair and maintenance, office supplies, etc., are varied over time as they would be expected to occur in a real growth environment for such a business.

The building and equipment required for the plant is restricted in this application to three depreciable items. In addition, a cost estimate is provided for the purchase of land suitable to the operation. However, the cost of all other improvements is assumed negligible. A start-up expense of $50,000 is input to the program and an estimated forty-five (45) days of production until the cash flow of the enterprise reaches a steady state is made.

The following pages contain worksheets summarizing the input to the program in this hypothetical application. Coding forms follow along with the computer printout of the input data as recorded on magnetic cards.

SAMPLE WORKSHEETS FOR

HYPOTHETICAL STUDY

STUDY PARAMETERS INPUT

(1) Number of years of real growth (≤ 6).

(2) Number of years over which the study is to be conducted (≤ 20).

5	15
(1)	(2)

SALES INPUT

(1) Number of products for each year (≤ 10).

2	3	4	5	5	
Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6--

	Product									
YEAR 1:	1	2	3	4	5	6	7	8	9	10
(2) Selling price ($)	220.0	80.0								
(3) Demand	600.0	1200.0								
(4) Discount (%)	0.0	0.0								
YEAR 2:										
(2) Selling price ($)	220.0	80.0	150.0							
(3) Demand	800.0	1400.0	1500.0							
(4) Discount (%)	0.0	0.0	0.0							

Product

YEAR 3:	1	2	3	4	5	6	7	8	9	10
(2) Selling price ($)	220.0	80.0	150.0	60.0						
(3) Demand	900.0	1600.0	1800.0	3000.0						
(4) Discount (%)	.05	.05	0.0	0.0						
YEAR 4:										
(2) Selling price ($)	220.0	80.0	150.0	60.0	500.0					
(3) Demand	1050.0	1800.0	2000.0	3200.0	800.0					
(4) Discount (%)	.10	.10	0.0	.05	.08					
YEAR 5:										
(2) Selling price ($)	220.0	80.0	150.0	60.0	500.0					
(3) Demand	1100.0	1900.0	2100.0	3300.0	900.0					
(4) Discount (%)	.10	.10	0.0	.05	.08					
YEAR 6:										
(2) Selling price ($)										
(3) Demand										
(4) Discount (%)										

LABOR AND MATERIALS INPUT

(1) Number of hourly wage classes for each year (≤ 10).

Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6-
2	2	2	2	2	

YEAR 1:

Wage Class

	1	2	3	4	5	6	7	8	9	10
(2) Hourly wage rates ($)	6.40	4.60								

(3) Number of labor hours by product by wage class.

Product

	1	2	3	4	5	6	7	8	9	10
Wage Class 1	8.0	4.0								
Wage Class 2	2.0	0.0								
Wage Class 3										
Wage Class 4										
Wage Class 5										
Wage Class 6										
Wage Class 7										
Wage Class 8										
Wage Class 9										
Wage Class 10										

Product

	1	2	3	4	5	6	7	8	9	10
(4) Indirect labor (% of direct labor)	.05	.05								
(5) Direct material ($)	59.50	20.0								
(6) Indirect material ($)	6.50	5.55								

YEAR 2:

Wage Class

	1	2	3	4	5	6	7	8	9	10
(2) Hourly wage rates ($)	6.20	4.60								

(3) Number of labor hours by product by wage class.

Product

	1	2	3	4	5	6	7	8	9	10
Wage Class 1	8.	4.	7.							
Wage Class 2	2.	0.	3.							
Wage Class 3										
Wage Class 4										
Wage Class 5										
Wage Class 6										
Wage Class 7										
Wage Class 8										
Wage Class 9										
Wage Class 10										

Product

	1	2	3	4	5	6	7	8	9	10
(4) Indirect labor (% of direct labor)	.05	.05	.05							
(5) Direct material ($)	59.50	20.0	31.5							
(6) Indirect material ($)	6.50	5.55	7.10							

YEAR 3:

Wage Class

	1	2	3	4	5	6	7	8	9	10
(2) Hourly wage rates ($)	6.20	4.60								

(3) Number of labor hours by product by wage class.

Product

	1	2	3	4	5	6	7	8	9	10
Wage Class 1	8.	4.	7.	3.						
Wage Class 2	2.	0.	3.	0.						
Wage Class 3										
Wage Class 4										
Wage Class 5										
Wage Class 6										
Wage Class 7										
Wage Class 8										
Wage Class 9										
Wage Class 10										

Product

	1	2	3	4	5	6	7	8	9	10
(4) Indirect labor (% of direct labor)	.05	.05	.05	.05						
(5) Direct material ($)	57.50	19.00	31.50	16.00						
(6) Indirect material ($)	6.50	5.55	7.10	5.35						

YEAR 4:

Wage Class

	1	2	3	4	5	6	7	8	9	10
(2) Hourly wage rates ($)	6.20	4.60								

(3) Number of labor hours by product by wage class.

Product

	1	2	3	4	5	6	7	8	9	10
Wage Class 1	8.	4.	7.	3.	15.					
Wage Class 2	2.	0.	3.	0.	14.					
Wage Class 3										
Wage Class 4										
Wage Class 5										
Wage Class 6										
Wage Class 7										
Wage Class 8										
Wage Class 9										
Wage Class 10										

Product

	1	2	3	4	5	6	7	8	9	10
(4) Indirect labor (% of direct labor)	.05	.05	.05	.05	.05					
(5) Direct material ($)	51.50	19.00	31.50	16.00	159.0					
(6) Indirect material ($)	6.50	5.55	7.10	5.35	12.80					

YEAR 5:

Wage Class

	1	2	3	4	5	6	7	8	9	10
(2) Hourly wage rates ($)	6.20	4.60								

(3) Number of labor hours by product by wage class.

Product

	1	2	3	4	5	6	7	8	9	10
Wage Class 1	8.	4.	7.	3.	15.					
Wage Class 2	2.	0.0	3.	0.0	14.					
Wage Class 3										
Wage Class 4										
Wage Class 5										
Wage Class 6										
Wage Class 7										
Wage Class 8										
Wage Class 9										
Wage Class 10										

Product

	1	2	3	4	5	6	7	8	9	10
(4) Indirect labor (% of direct labor)	.05	.05	.05	.05	.05					
(5) Direct material ($)	57.50	19.00	31.50	16.0	159.0					
(6) Indirect material ($)	6.50	5.55	7.10	5.35	12.80					

YEAR 6:

Wage Class

	1	2	3	4	5	6	7	8	9	10
(2) Hourly wage rates ($)										

(3) Number of labor hours by product by wage class.

Product

	1	2	3	4	5	6	7	8	9	10
Wage Class 1										
Wage Class 2										
Wage Class 3										
Wage Class 4										
Wage Class 5										
Wage Class 6										
Wage Class 7										
Wage Class 8										
Wage Class 9										
Wage Class 10										

Product

	1	2	3	4	5	6	7	8	9	10
(4) Indirect labor (% of direct labor)										
(5) Direct material ($)										
(6) Indirect material ($)										

SALES EXPENSE INPUT

(1) Sales expense (as a per cent of total revenue) for each year.

Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6-
0.0	.005	.01	.01	.01	

OPERATING EXPENSE INPUT

	Year 1	2	3	4	5	6-
(1) Number of hours worked per day	8	8	8	8	8	
(2) Number of hours worked per week	40	40	40	40	40	
(3) Cost/hour of all supervision ($)	7.50	7.50	15.00	15.00	15.00	
(4) Fringe benefits (% of labor cost)	.08	.08	.10	.11	.12	
(5) Yearly labor variance ($)	750.	750.	1500.	1500.	2250.	
(6) Estimated other costs ($)	0.0	0.0	0.0	0.0	0.0	

	Year 1	2	3	4	5	6-
(7) Number of watts used for production area lights	400.	400.	800.	800.	800.	
(8) Number of watts used for production area heat	400.	400.	800.	800.	800.	
(9) Number of watts used for other production needs	100.	100.	100.	100.	100.	
(10) Total horsepower of production equipment	150.	150.	250.	250.	250.	
(11) Yearly cost of gas and/or oil ($)	3000.	3000.	5000.	5000.	5000.	
(12) Yearly cost of water used for production ($)	600.	600.	1000.	1000.	1000.	
(13) Yearly cost of sewer and waste disposal ($)	500.	500.	800.	800.	800.	
(14) Yearly cost of repairs and maintenance ($)	3000.	3700.	4800.	6500.	6500.	
(15) Yearly cost of production-oriented supplies ($)	700.	1100.	1500.	1800.	1800.	
(16) Monthly cost of leased production equipment ($).	0.0	0.0	0.0	0.0	0.0	

GENERAL AND ADMINISTRATIVE EXPENSE INPUT

YEAR 1:

Number of employees in each salary category (≤ 20).

(1) clerical	(2) staff	(3) management
2	2	2

(4) Salaries of all clerical employees.

325. 350.

(5) Salaries of all staff employees.

650. 725.

(6) Salaries of all management employees.

1100. 1350.

YEAR 2:

Number of employees in each salary category (≤ 20).

2	2	2
(1) clerical	(2) staff	(3) management

(4) Salaries of all clerical employees.

325. 350.

(5) Salaries of all staff employees.

650. 725.

(6) Salaries of all management employees.

1100. 1350.

YEAR 3:

Number of employees in each salary category (≤ 20).

3	2	3
(1) clerical	(2) staff	(3) management

(4) Salaries of all clerical employees.

325. 350. 350.

(5) Salaries of all staff employees.

650. 725.

(6) Salaries of all management employees.

1100. 1350. 1500.

YEAR 4:

Number of employees in each salary category (≤ 20).

4	3	3
(1) clerical	(2) staff	(3) management

(4) Salaries of all clerical employees.

325. 350. 350. 375.

(5) Salaries of all staff employees.

650. 725. 850.

(6) Salaries of all management employees.

1100. 1350. 1500.

YEAR 5:

Number of employees in each salary category (≤ 20).

(1) clerical	(2) staff	(3) management
4	3	3

(4) Salaries of all clerical employees.

325. 350. 350. 375.

(5) Salaries of all staff employees.

650. 725. 850.

(6) Salaries of all management employees.

1100. 1350. 1500.

YEAR 6:

Number of employees in each salary category (≤ 20).

(1) clerical	(2) staff	(3) management

(4) Salaries of all clerical employees.

(5) Salaries of all staff employees.

(6) Salaries of all management employees.

	Year					
	1	2	3	4	5	6--
(7) Fringe benefits (% of salary) for clerical	.09	.10	.11	.12	.12	
(8) Fringe benefits (% of salary) for staff	.10	.12	.16	.18	.18	
(9) Fringe benefits (% of salary) for management	.14	.18	.20	.22	.22	
(10) Yearly cost of travel for company personnel ($)	1000.	1800.	2600.	3250.	3250.	
(11) Yearly cost of entertainment (non-company) ($)	800.	1000.	1200.	1400.	1400.	
(12) Yearly cost of liability insurance ($)	1700.	1700.	2400.	2400.	2400.	
(13) Yearly cost of property damage insurance ($)	1100.	1100.	1800.	1800.	1800.	
(14) Monthly cost of telephone service ($)	100.	100.	120.	150.	150.	
(15) Monthly cost of postage and freight ($)	125.	175.	250.	300.	300.	
(16) Yearly cost of office supplies ($)	1000.	1200.	1600.	2000.	2000.	
(17) Monthly cost of office utilities ($)	60.	60.	60.	60.	60.	
(18) Monthly cost of leased office equipment ($)	0.0	0.0	870.	870.	870.	
(19) Yearly cost of employee relations ($)	500.	900.	1200.	1800.	1800.	
(20) Yearly cost of business license tax ($)	300.	300.	300.	300.	300.	
(21) Monthly cost of all contract services ($)	150.	225.	300.	350.	350.	
(22) Yearly cost of advertising ($)	5000.	6000.	7500.	11500.	12000.	
(23) Monthly cost of any leased plant ($)	0.0	0.0	0.0	0.0	0.0	
(24) Yearly cost of all sales adjustments ($)	500.	1100.	1600.	2500.	2500.	
(25) Yearly cost of other items not included above ($)	800.	800.	1000.	1000.	1000.	

FINANCING COST INPUT

(1) The amount of equity capital available ($) 300000.

(2) Interest rate of potential loan money (%) .10

(3) Number of years for which money can be borrowed (≤ 30). 15.

CAPITAL EXPENDITURES INPUT

(1) Number of items in the Building and Equipment list (≤ 50). 3

Item No.	Tax Life	Freight Cost	Instal-lation	Salvage Value	Item Cost	Property Class	*	**
1	30.	0.0	0.0	0.0	200000.	7.	1.	0.0
2	10.	0.0	0.0	0.0	25000.	3.	1.	0.0
3	15.	0.0	0.0	0.0	25000.	1.	1.	0.0
4								
5								
6								
7								
8								
9								
10								
11								
12								
13								
14								
15								

Item No.	Tax Life	Freight Cost	Instal-lation	Salvage Value	Item Cost	Property Class	*	**
16								
17								
18								
19								
20								
21								
22								

*NOTE: A "1" should be entered in this column if the item is eligible for additional first year depreciation; a "ø" if not.

**NOTE: A "ø" should be entered in this column for straight-line depreciation, a "1" for sum-of-years-digit's method.

(2) Cost of land ($) 20000.

(3) Cost of road ($) 0.0

(4) Cost of well ($) 0.0

(5) Cost of grading ($) 0.0

(6) Cost of fencing ($) 0.0

(7) Cost of utility connections ($) 200.

(8) Cost of all other improvements ($) 0.0

(9) Amount of contingency fund ($) 0.0

(10) Tax life of road 1.0

(11) Tax life of well 1.0

(12) Tax life of fence 1.0

(13) Tax life of other improvements 1.0

(14) Corporate standing: 1 if corporation, 0 if not. 1.0

(15) Last three years taxable income: 3 years ago 0.0

2 years ago 0.0

Last year 0.0

INPUT DATA NEEDED BY ANALYST

(1) Mill tax levy for each year (input as the decimal per cent times 1000, i.e., as 240.0).

Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6-
240.	240.	240.	240.	240.	

(2) Electric power rate schedule

Class	Upper Kilowatt Level	Cost/ Kilowatt
1	20.	1.40
2	80.	.0444
3	1700.	.0377
4	3200.	.0220
5	15000.	.0122
6	80000.	.0110

WORKING CAPITAL INPUT

(1) Average number of units of raw material in inventory.

(2) Average number of units of finished goods in inventory.

	Product									
YEAR 1:	1	2	3	4	5	6	7	8	9	10
(1) Raw material	65.	138.								
(2) Finished goods	67.	140.								
YEAR 2:										
(1) Raw material	85.	160.	180.							
(2) Finished goods	89.	165.	175.							
YEAR 3:										
(1) Raw material	96.	184.	215.	350.						
(2) Finished goods	100.	185.	210.	360.						
YEAR 4:										
(1) Raw material	112.	206.	240.	376.	86.					
(2) Finished goods	114.	207.	240.	382.	87.					

YEAR 5:	1	2	3	4	5	6	7	8	9	10
(1) Raw material	116.	217.	252.	388.	97.					
(2) Finished goods	118.	220.	250.	390.	100.					
YEAR 6:										
(1) Raw material										
(2) Finished goods										

(3) Startup expense ($) at time zero 50000.

(4) Estimated number of days of production until the cash flow of the enterprise reaches a steady state 45.

PRO-FORMA CASH FLOW ANALYSIS

YEAR		1	2	3	4	5	6-15
SALES:							
UNITS(1)		600.00	800.00	990.00	1050.00	1100.00	1100.00
UNITS(2)		1200.00	1400.00	1600.00	1800.00	1900.00	1900.00
UNITS(3)		.00	1500.00	1800.00	2000.00	2100.00	2100.00
UNITS(4)		.00	.00	3000.00	3200.00	3300.00	3300.00
UNITS(5)		.00	.00	.00	800.00	900.00	900.00
UNIT PRICE(1)		220.00	220.00	220.00	220.00	220.00	220.00
UNIT PRICE(2)		80.00	80.00	80.00	80.00	80.00	80.00
UNIT PRICE(3)		.00	150.00	150.00	150.00	150.00	150.00
UNIT PRICE(4)		.00	.00	60.00	60.00	60.00	60.00
UNIT PRICE(5)		.00	.00	.00	500.00	500.00	500.00
DISCOUNTS % (1)		.00	.00	5.00	10.00	10.00	10.00
DISCOUNTS % (2)		.00	.00	5.00	10.00	10.00	10.00
DISCOUNTS % (3)		.00	.00	.00	.00	.00	.00
DISCOUNTS % (4)		.00	.00	.00	5.00	5.00	5.00
DISCOUNTS % (5)		.00	.00	00	8.00	8.00	8.00
TOTAL REVENUE	$	228000.00	513000.00	778510.00	1187899.00	1271699.00	1271699.00
LABOR & MATERIALS:							
DIRECT MATERIALS		59700.00	122850.00	193525.00	335975.00	361400.00	361400.00
DIRECT LABOR		65039.98	167559.87	256651.81	406219.75	434959.75	434959.75
TOTAL DIRECT		124739.94	290409.87	450176.81	742194.75	796359.75	796359.75
INDIRECT MATERIALS		10560.00	23620.00	44145.00	58375.00	61780.00	61780.00
INDIRECT LABOR		3252.00	8377.99	12832.59	20310.98	21747.98	21747.98
TOTAL INDIRECT		13812.00	31997.99	56977.59	78685.94	83527.94	83527.94
TOTAL MATL & LABOR	$	138551.87	322407.81	507154.37	820880.69	879887.69	879887.69
SALES EXPENSE:	$	.00	25650.00	77851.10	118789.99	127196.99	127196.99
GROSS PROFIT:	$	89448.12	188027.19	263570.50	355139.31	379094.31	379094.31
OPERATING EXPENSES:							
SUPERVISION		15000.00	15000.00	30000.00	30000.00	30000.00	30000.00
FRINGE BENEFITS		6663.35	15275.02	29948.44	50218.38	58404.92	58404.92
LABOR VARIANCE		750.00	750.00	1500.00	1500.00	2250.00	2250.00
ELECTRICITY		3999.10	3999.10	5850.03	5850.03	5850.03	5850.03
FUEL(GAS OR OIL)		3000.00	3000.00	5000.00	5000.00	5000.00	5000.00
WATER		600.00	600.00	1000.00	1000.00	1000.00	1000.00
SEWER		500.00	500.00	800.00	800.00	800.00	800.00
REPAIR & MAINTENANCE		3000.00	3700.00	4800.00	6500.00	6500.00	6500.00
SUPPLIES		700.00	1100.00	1500.00	1800.00	1800.00	1800.00
LEASED EQUIPMENT		.00	.00	.00	.00	.00	.00
OTHER		.00	.00	.00	.00	.00	.00

TOTAL OPERATING EXP $	342]2.45	43924.]]	80398.44	]02668.37	]]]604.94	]]]604.94
GENERAL & ADMIN EXPENSES:						
SALARIES	54000.00	54000.00	76200.00	90900.00	90900.00	90900.00
FRINGE	6494.99	8082.00	]3473.00	]7250.00	]7250.00	]7250.00
TRAVEL & LIVING	]000.00	]800.00	2600.00	3250.00	3250.00	3250.00
ENTERTAINMENT	800.00	]000.00	]200.00	]400.00	]400.00	]400.00
INSURANCE	2800.00	2800.00	4200.00	4200.00	4200.00	4200.00
TELEPHONE	]200.00	]200.00	]440.00	]800.00	]800.00	]800.00
POSTAGE & FREIGHT	]500.00	2]00.00	3000.00	3600.00	3600.00	3600.00
OFFICE SUPPLIES	]000.00	]200.00	]600.00	2000.00	2000.00	2000.00
UTILITIES	720.00	720.00	720.00	720.00	720.00	720.00
LEASED EQUIPMENT & PLANT	.00	.00	]0440.00	]0440.00	]0440.00	]0440.00
EMPLOYEE RELATIONS	500.00	900.00	]200.00	]800.00	]800.00	]800.00
PROPERTY TAX	5]]9.20	5]]9.20	5]]9.20	9534.95	9534.95	9534.95
INVENTORY TAX	]320.37	3000.6]	4698.83	7695.42	8253.09	8253.09
BUSINESS LICENSE TAX	300.00	300.00	300.00	300.00	300.00	300.00
CONTRACT SERVICES	]800.00	2700.00	3600.00	4200.00	4200.00	4200.00
ADVERTISING	5000.00	6000.00	7500.00	]]500.00	]2000.00	]2000.00
DEPRECIATION	60766.65	]0766.66	]0766.66	]0766.66	]0766.66	95]6.65
SALES ADJUSTMENT	500.00	]]00.00	]600.00	2500.00	2500.00	2500.00
INTEREST	23]90.37	22460.46	2]657.57	20774.39	]9802.89	]]754.67
OTHER	800.00	800.00	]000.00	]000.00	]000.00	]000.00
TOTAL G & A EXPENSE $	]688]].37	]26048.8]	]723]5.]2	20563].3]	2057]7.50	]964]9.25
PROFIT BEFORE TAXES $	-]]3575.69	]8054.25	]0856.96	46839.64	6]77].89	7]070.]3
STATE INCOME TAX	50.00	]2]8.66	732.84	3]6].68	4]69.60	4797.23
PROFIT BEFORE FED TAX $	-]]3625.69	]6835.59	]0]24.]2	43677.96	57602.29	66272.87
FEDERAL INCOME TAX	.00	.00	.00	.00	32]5.]5	253]0.98
NET INCOME $	-]]3625.69	]6835.59	]0]24.]2	43677.96	54387.]4	4096].89
CASH FLOW (NET INC +DEPR)	-52859.04	27602.25	20890.78	54444.63	65]53.80	50478.54
PRINCIPAL PAYMENT	7299.00	8028.90	883].80	97]4.98	]0686.48	]8734.66
ADJUSTED CASH FLOW $	-60]58.04	]9573.35	]2058.98	44729.65	54467.32	3]743.89

SUMMARY STATISTICS:

LABOR & MATERIALS/REVENUE	60.77%	62.85%	65.]4%	69.]0%	69.]9%	69.]9%
SALES EXPENSE/REVENUE	.00%	.50%	].00%	].00%	].00%	].00%
GROSS PROFIT MARGIN	39.23%	36.65%	33.86%	29.90%	29.8]%	29.8]%
OPERATING EXPENSE/REVENUE	]5.0]%	8.56%	]0.33%	8.64%	8.78%	8.78%
G & A EXPENSE/REVENUE	74.04%	24.57%	22.]3%	]7.3]%	]6.]8%	]5.45%
PROFIT BEFORE TAX/REVENUE	-49.8]%	3.52%	].39%	3.94%	4.86%	5.59%
NET PROFIT MARGIN	-49.84%	3.28%	].30%	3.68%	4.28%	3.22%
NET WORTH $	]86374.3]	203209.87	2]3333.94	2570]].87	3]]399.00	352360.87
WORKING CAPITAL $	86377.]3	]34037.62	]6]423.50	24492].87	26]703.62	26]703.62
TOTAL DEBT $	224604.62	223874.69	22307].8]	222]88.62	22]2]7.]2	2]3]68.94
DEBT/WORTH	].2]	].]0	].05	.86	.7]	.60
BREAKEVEN POINT (SALES):						
NET INCOME $	5]7500.56	463742.00	74644].94	]03]226.69	]06448].00	]033289.62
CASH FLOW $	362608.37	434366.94	7]4640.3]	9952]3.38	]028363.62	]00]365.]9
ADJUSTED CASH FLOW $	38]2]3.3]	456272.3]	740726.69	]027708.69	]0642]2.00	]0642]].00
LABOR & MATERIAL/UNIT PRICE:						
PRODUCT(])	.58	.58	.57	.57	.57	.57
PRODUCT(2)	.64	.64	.63	.63	.63	.63
PRODUCT(3)	.00	.66	.66	.66	.66	.66
PRODUCT(4)	.00	.00	.69	.68	.68	.68
PRODUCT(5)	.00	.00	.00	.67	.67	.67
INTERNAL RATE OF RETURN ON INVESTED EQUITY		]0.83%				
PAYBACK PERIOD (CASH FLOW)		8.66YR				
PAYBACK PERIOD (ADJUSTED CASH FLOW)		]2.22YR				